

ALA Council Self Assessment 2012----ALA CD#38

Q1. Council is fully capable of focusing on a high level policy making role ("the balcony") without being distracted by the minutiae and operational details ("the ground floor").

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	4	23	17	66	10	3.46	120
	answered question						120
	skipped question						1

Q2. Council is well focused on ALA mission and provides significant and compelling value, service, and leadership to libraries and library professionals across America.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	2	12	24	59	23	3.74	120
	answered question						120
	skipped question						1

Q3. Council's decisions are guided by the core values of ALA and the library profession.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	5	13	59	43	4.17	120
	answered question						120
	skipped question						1

Q4. Council is in touch and in tune with current and emerging realities. It responds in a timely and effective manner to issues that affect libraries and the library profession.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	4	28	21	50	17	3.4	120
	answered question						120

skipped question	1
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Q5. Council is diligent and conscientious and Councilors take their duties very seriously.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	3	11	64	42	4.21	120
	answered question						120
	skipped question						1

Q6. Council makes its decisions on the basis of knowledge and objectivity and not on emotion, narrow interests, impatience, a desire to not hurt feelings, or any other pressures. Council does not hesitate to vote no when ALA's interests demand it.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	4	22	30	46	18	3.43	120
	answered question						120
	skipped question						1

Q7. Comments

Answer Options	Response Count
	41
answered question	41
skipped question	80

"Distracted by minutiae" is a good way to describe some of the most vocal councilors.

#1. Filling out this survey makes me realize just how Council has voted itself into a narrow corner. I wish we could take back the day we voted that all council resolutions had to be tied to the strategic plan. I think what some "new" ALA councilors do not realize is the fact that ALA Council is a powerful political engine that can affect positive change outside the confines of library institutions. I am sorry to have voted the way I did then, now that I realize what I know now. #2. As for "decisions on the basis of knowledge and objectivity and not on "emotion"--let me just add that some emotion should be allowed. To be completely devoid of emotion is to be inhuman.

#2--Significant? In big things, yes. Compelling to whom? Council is infinitesimal compared to the number of librarians and library personnel in the country, most of whom have no clue what Council does (if they even know Council exists).

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer.

As a first time Councilor I was pleasantly surprised at the level of work and thought put forth at Midwinter. Very little of the old-time rancor or focus on minutiae rather than the big picture. Made me proud to be on Council.

As a relatively new member of Council, but someone with 25 years of experience in library leadership at many levels- like president of my state library association and a member of COSLA so I have been at the table with national issues- I find it very hard to move forward the big issues that are really necessary for our future.

Council can be led into endless discussion by a few vocal individuals. Council can and has done good things.

Council has improved its operational style in recent years. Eli Mina's leadership as Parliamentarian has been essential to this process.

Council is certainly "capable" of focusing on a high level policy making role ("the balcony") without being distracted by the minutiae and operational details" but too often does in fact get distracted by minutiae.

Council is fully capable-- but in practice not so much.

Councilors appreciate ALA always provides experts (legal Counsel), Eli Mina, and the most up-to-date information for councilors to make sound decisions.

For the most part we act in as timely matter as we can, but I think one thing that we don't tend to do is act between conferences, which may be something we need to look

Having time limits has greatly improved the effectiveness of Council.

I am concerned that not all Council members are "in touch and in tune with current and emerging realities."

I am continually impressed with how focused Council is.

I believe that council IS fully capable of focusing on high-level policy making. Capable? yes. But, I also believe that council can and does sometimes get distracted by minutiae. Having an active parliamentarian helps get us back on track. I don't think we can avoid minutiae, human nature being what it is.

I cannot mark "strongly agree" on the fourth question regarding timely action. I accept that the size of the organization affects timeliness, but we cannot try to convince ourselves that we can act in this manner. And, I believe there is sometimes a conflict between a decision that will benefit ALA as a whole and the view of a particular division or roundtable. Councilors will vote in opposition (whether yea or nay) to a popular vote if they have been directed to do so by the group they may represent.

I have been on Council since 1996. The change in tone and the change in effectiveness since then has been dramatic. I like to hope I have been part of the positive forces for change, and I would not give up any of the experience.

I have one for you: Council is a facade used to promote agendas that have absolutely nothing to do with libraries or the profession of librarianship.

I look at council and think "term limits," Council is not a life-calling. People should serve no more than two - three terms. This business of doing it for decades is a problem because young people never get in.

I think that Council has matured and puts the interests of the Association first.

I think that the conversations and issues at ALA Council meetings change from meeting to meeting. Sometimes we are more effective than at other times. Sometimes I get frustrated with the direction ALA Council is taking on issues. All of this is normal. It is as it should be. I think that we are making a mountain out of a molehill here.

I think the Council has improved its timeliness and efforts to pick and choose causes over the past 5 years. I think it has recognized the changing world and picked up its pace.

I think the Council is in transition for the last item. Many councilors are voting in the best interest of ALA. There is still some emotion that can sway the group. For example: The Council Effectiveness task force recommended that we follow our own policy and not hear reports that do not require action. We spent a great deal of time with people wanting to strike that from the report rather than discussing if we wanted to hear those reports and how to change our policy to reflect that. However, it is much better than when I started.

I think we are using a 20th century model in the 21st century...it is difficult for council to move in a timely fashion on urgent matters because meeting time frames. After 3 years on the council I am having a difficult time deciding to run for another term because I don't feel it is a good use of time.

I was impressed at my first council meetings that such a large group could have diverse discussion and then act on issues without getting caught up in varied opinions.

It is not that easily to generalize since Council is made up of many people, some dedicated and active, and some the reverse.

I've been very disappointed with the slow movement of ALA to address issues of DRM, e-books, and the place libraries should have at the e-content table. Not sure if that's Council's responsibility or the executive management team.

More should be done between conferences

Most if not all of the Councilors are conscientious. There are some Councilors who feel strongly about issues that a significant number of our colleagues believe are unrelated to our library world. It is this tension and Council's adherence to procedure that gives the impression that Council is out of control and out of touch with reality.

My perspective as a relatively new Councilor is that the Council in its current form is an extraordinarily ineffective body and a huge waste of time. Frankly, it achieves almost nothing that anyone outside the Council itself cares about at all, much less anything that has a real impact, or that serious practitioners spend much time debating or worrying about. Honestly, I've found the ALA Council experience to be deeply disappointing. BTW, this survey seems to be pretty heavily stacked against the Council in its current form. So, you'll probably hear some noises about that; just like the noise one hears at every Council session. I must add that Molly Raphael does an outstanding job presiding over the meetings. Truly a tough job with little outcome or reward, that. I hope this survey is a sign that the Council is on a path to reform, as she has indicated in some of her comments.

none

On the whole Council works effectively and does important things. That doesn't keep us from getting "dis-tracked" with some regularity, and when that happens, that effectiveness suffers. Council's time has been compressed, and my sense is that that compression has had a bad effect, giving us less time to let us come to better considered decisions. If time is going to be compressed, making better use of time is important (see suggestions for improvement). Unfortunately, while I think the vast majority of councilors take their responsibilities seriously, there's a significant minority who miss meetings, don't pay close attention, don't read materials ahead of time, and are generally there to have another entry on the resume.

Overall, Council strives to support and drive good policy. At times that leads to some focus on what a majority considers minutiae...and sometimes that minutiae brings significant unintended consequences to light while at other times it detracts from Council's strengths.

Q1. Council as a whole is distracted far too often by ephemera and side issues which crop up from the "fringe" (which term I dislike) Q2. ALA as a whole provides the compelling value, service, and leadership - council? not so much Q3. Council does focus on Core Values - yay Q4. Council, as a whole, are not in touch with current realities... as a whole it is far too resistant adjust to present-day realities Q5. Arguably too 'diligent' and 'takes itself far too seriously' Q6. Narrow interests affect far too much of Council's activities. Council does not hesitate to vote no when a 'yes' would cause personal discomfort or change in the association.

Since Council only can vote twice a year, many issues about which we might make a statement are past by the time conference arises. Generally the ALA President, Executive Director, and/or other parts of the organization have taken action or made a statement, but not always.

Social issues take up more time than I think are best for ALA and the profession. I just think that they aren't necessary unless there is a direct relationship to the library profession.

There is often disagreement on what ALA's core mission is, so it is rather difficult to assess Council's ability to support or vote accordingly per the ALA mission. For example, fear of losing political comfort may contradict a vote to uphold ALA's recognition of the core value of social responsibility.

These are hard questions to answer, because they do not take into account different factions and varying levels of interest/self-interest/political views, etc. I had a particular problem with statement 1, because Council IS fully capable of, but doesn't always focus on "a high level policy making role." Plus, from a research role, it is never a good idea to ask for a response to a statement with two concepts in it. For example, in statement 2, many councilors may feel that Council is focused on the ALA mission but may not agree that it provides leadership to the profession and librarians. If that's a respondent's feeling, what response choice can reflect that?

This is a poorly designed question! It has 3 questions in one! In my experience, Council votes in the best interests of ALA.

This last question disturbs me. It is insulting on one level and it also does not take into consideration that we are human beings and I am sure our national congress on occasion give into personal feelings etc. As far as Council reacting in a timely manner when we meet twice a year there is not always an opportunity to react in a timely manner, I think that question should have been worded differently.

Q8. Suggestions for improvement or change:

Answer Options	Response Count
	22
answered question	22
skipped question	99

Work toward using consent agendas. Many items do not require formal presentations and feedback. This would allow for more time to discuss important issues
We need to be able to make decisions and implement changes in a more timely, responsive way.

There are too many Councillors. The process is necessarily cumbersome to accomodate so many ppl and views. Even as it sits, truncation of time Council meets limits effectiveness, however, given the scal of the group, our meetings could last for weeks and many would not be satisfied or feel adequately heard.

The process is cumbersome and the decisions get mired down in the process-as near as I can tell -all the time- any efforts at streamlining it would help.

Stop focusing on shortening sessions by speeding through meetings at such a rapid pace. More deliberation and perhaps fewer agenda items might engender more lively debate. The last few years' of meetings have been excessively dull.

So much can be done through things like - go to meeting, skype etc. I think states, interest groups and individuals would be better served by a more techonological aspect to most council decisions. Even voting in council can now be done electronically.

none

Limit discussion of social issues.

Less councillors.

Keep comments from Councilors to one appearance at the microphone per item of debate unless responding to questions from Council.

It would be good for there to be more of a culture where Council can provide advice to ALA between meetings. Perhaps not as formal as resolutions but through discussion that is initiated by the ALA President or by Council. On the issue of emotion, narrow interests, etc. I think that this has improved greatly over the last three years.

If all councilors were assigned to some ALA committee or task, there might be more engagement. As it stands right now, I know there are a lot of "free floating" councilors who feel disengaged. It's a shame because they have so much talent.

I'd like to recommend that the ALA Vision and Core Values be a part of the council orientation. i don't recall it ever being mentioned there. Perhaps that kind of focus would be useful for the body as a whole.

I think some of the continuity is being lost. Shorter terms have meant accelerated turnover, and it takes a while to master the beast which is Council.

I think Council evolves as new people and new issues arise. I think for the most part there is no need for "improvement" but that there is always change happening as we evolve. I do think that there might, on rare occasions, be a need for us to be able to address some issues more immediately but that is something we are working towards and it is part of the evolution of ALA Council.

Focus on issues that advance the profession of librarianship.

Enforce the rule about not giving informational reports when we already have the report in writing. If there are no action items or a serious attempt to get input for a decision through Council discussion, no officer or committee chair need to be at the dais microphone.

Eliminate all but a handful of the at-large seats, and reform the nomination process to provide better advance evaluation of candidates' qualifications to serve. The self-nomination process -- coupled with the sheer numbers of these folks -- stock the Council with far too many back-benchers whose motivations for serving may or may not be focused on the success of the Association, and whose contributions to the Council are often minimal and/or regressive.

Discussion and voting on issues should be done via email or connect to make response to issues more swift and timely.

Councilors need to trust the process and each other. The more people talk to one another and engage in small group projects the more they will improve in their interactions and as a group.

Council Forums: They should be run more tightly possible with the Pres or Pres elect to preside. Not as formal as the official meetings but not a free for all either.

Sometimes I have left in disgust when people start shouting and arguing.

1. Term limits (2 consecutive terms, 4 terms total) 2. Stop word smithing on the Council Floor 3. Do not say "No" - say "go ahead and try it as a pilot" 4. ALA Staff and (arguably) ExBd are not as hidebound - these two groups (and vocal, engaged members are why ALA is as successful as it is

Q9. Council provides a safe meeting environment, where differences of opinion are accepted and where members learn from others and from committees and staff.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	10	15	70	24	3.91	119
						answered question	119
						skipped question	2

Q10. The tone of Council meetings is respectful and civilized. Members keep decorum, focus on issues, and avoid personal attacks (especially with divisive issues).

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	7	12	70	30	4.03	119
						answered question	119
						skipped question	2

Q11. Council meetings are run democratically and inclusively. Participation is balanced and domination of debates by assertive members is avoided.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	2	22	18	45	32	3.7	119
						answered question	119
						skipped question	2

Q12. The pace of Council meetings is comfortable (not too quick and not too slow). Time is well managed, and steady progress is made.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	1	12	16	68	22	3.82	119
						answered question	119
						skipped question	2

Q13. Members prepare fully for meetings and are focused and attentive throughout.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	2	19	39	50	9	3.38	119
						answered question	119
						skipped question	2

Q14. Discussion leaders (e.g.: Committee Chairs) make clear, logical, and organized presentations, and introduce well written resolutions and action items.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	7	15	73	24	3.96	119
						answered question	119
						skipped question	2

Q15. The resolutions process works very well. Resolutions are written clearly and connect well to ALA's mission and Council's policy making role.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	1	17	36	50	15	3.51	119
						answered question	119
						skipped question	2

Q16. Council members work collaboratively and listen and learn from others. They resist the temptation of quick judgment and instant dismissal of arguments.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	2	9	25	65	18	3.74	119
	answered question						119
	skipped question						2

Q17. Parliamentary procedure ("Sturgis") is used effectively to balance the needs for democracy, efficiency, and structured decision making. Rules of order are used as a means to an end, and not as an end in itself.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	1	4	5	63	46	4.25	119
	answered question						119
	skipped question						2

Q18. ALA Presidents do a good job at chairing and providing leadership at meetings.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	1	0	11	54	53	4.33	119
	answered question						119
	skipped question						2

Q19. Comments

Answer Options	Response Count
	31
answered question	31
skipped question	90

Which president?

Those resolutions that go through the process correctly and get vetted at Council forum meetings are usually well done. Often the committee resolutions and others that shortcut the process are less well done (read sometimes awful).

The tone of respectfulness has definitely improved at Council meetings, even over the 4 1/2 years I have served. However, I think there is some room for improvement in the area of Council member preparedness. I can cite several examples of Councilors standing up to state that they should have received documents in advance - when they have. Unfortunately, I don't have a remedy for this.

The timing of evening sessions does not give members adequate time to prepare resolutions during conference. Those sessions should be shifted to start before council.

The resolutions process is much better since they're being shared online. Council Forums are an excellent way to resolve questions about resolutions and to make changes before they are presented.

The number of members who appear to be using electronic equipment for purposes unrelated to Council activities during sessions is disappointingly large.

The Forum discussions are very useful. The discussions on the council e-list can be helpful when enough people are engaged in the issue.

Sturgis is essential.

Some resolutions are written "on the fly" and then are revised on the floor, this takes time but usually has good results.

Some Presidents add more editorial comment on issues than we need. The guests/experts who join to present should be used more as experts when they are on stage. This varies by topic but I have seen a past pres (Stevens) step on guest presenters on more than one occasion.

Some council members seem compelled to comment on everything, even if they really do not have a new or relevant point to make. This is not only tiresome, but wastes time.

Some ALA Presidents are better than others at chairing the meetings. The current President is especially adept.

Overall, I agree that Council strives to keep processes balanced and democratic. There are still those who stand to be heard while not adding new content to the issue.

Overall the meeting process is clean and precise. I like the process and I expect newer members are more likely to have the courage it take to step up to the mic and join committees.

Of course this varies from one meeting to the next and depends on the issues at hand, the presiding chair, and stress factors!

none

Items marked neutral are all in transition in a positive direction. All have improved greatly but are not as consistent as I would like to see.

It doesn't seem as we ever adapt Eli Mina's suggestions for improvement that he sends post-Council.

In this question you used the word balanced: "Participation is balanced." The word balanced implies two sides and most issues have many sides. I keep advocating for the use of the word diverse. The quality of reports from committees is always going to change depending on who is chairing the committee and their personal abilities along this line. Not many reports are terrible but some are not as well presented or thought through as we might like. This really is ok. Part of our role is to see where the reports are weak and to send them back to the committee for more development. I do not see a problem with this. After we voice our opinions to the committee it gives them a much clearer picture of the direction we think they need to go so they can bring back to us a better product. Not every thing needs to be perfect the first time around nor should it be. There should be this discussion and development of product.

If there was a "most of the time" option I would have used that instead of neutral

I find that the leadership of the Parliamentarian and the Executive Director have helped to change the tone and improve the dialogue.

I feel there are many older councilors who monopolize discussions.

I can not overemphasize the importance of parliamentary procedure in making Council deliberations fair and effective. ALA Presidents leadership and chairing of meetings has also improved in recent years.

I agree for the most part to #1 that Council is a safe meeting environment "except" when people outside of council who subscribe to the list respond to my messages to council. Sometimes they've been completely disrespectful or from left field. They've gotten my messages wrong. It's discouraged me from speaking up in instances where I would normally speak up.

How well the meetings run depends on the skills and poise of the current ALA President.

Council is MUCH nicer than it was a decade ago. Good thing you didn't ask HOW focused and attentive we are....maybe no one is playing Farmville or Angry Birds, but there are emails and text messages going on. What I know about effective parliamentary procedure has come from my Council experience.

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer. Resolutions seem to be coming unhinged from the mission of ALA and from the professional membership at large. Distracting resolutions only tend to diminish the impact of those that have the potential for real impact on the profession.

Again, several of these questions ask multiple questions in one question, and I would answer differently to the different parts. We need to run the survey past members who have survey design experience.

Again several of these questions insinuate that we are not human beings! Sometimes anyone may make a quick judgement. In fact, we do not always have information or warning on a topic or report and if we don't make some quick judgements the work will not move forward.

/The resolutions process was fine until the latest amendment requiring justification fthat it follows ALA's mission. This reates extra effort and labor and assumes that councilors do not reearch ALA policy and mission as their basis for crafting resolutions. It appears aimed at councilors who write controversial resolutions and with a potential freezing effect.

"The tone of Council meetings is respectful and civilized. Members keep decorum, focus on issues, and avoid personal attacks (especially with divisive issues)." As much as can be excepted in such a large group with diverse personalities and opinions. There are occasional times where people overstep but there will always be people that are not as professional as they should be. I feel that this is not the culture of Council but individuals.

Q20. Suggestions for improvement or change:

Answer Options	Response Count
	13
answered question	13
skipped question	108

Work more to limit Council members who have the pop up habit from extensive domination of Council deliberations.

Word smithing resolutions on the floor of Council has to be stopped.

The resolved clauses of the resolutions should be in the subjunctive. Who decided that they should not be? Where is Janet Swan Hill when you need her?

Since Council has fewer minutes to work, we definitely sometimes are going too fast for our own or ALA's good. Make better use of time by cutting out all "information only" reporting.

none

My suggestion is to quit thinking that everything has to be perfect from the start. It is through the discussion and even the clash of opinions that we are able to really reach our best decisions.

Last minutes resolutions and on the spot changes create haphazard decision and situation (especially to newer councilor) and often result in longer meeting than necessary. These should be avoid at all cause. Those who wishes to bring forth resolution should spend time editing and consult more experienced councilor to refine and draft resolution that is concise, to the point and focus on the one issue (or point).

I don't think it was a great idea to compress our meeting schedule. I understand the financial reality of it for everyone but it appears to me that we often do rush through certain decisions etc.

Ensure that reports are sent to councilors at minimum 48 hours before a given meeting.

Chairs of committees that regularly report to Council are usually well prepared with occasional exceptions; however chairs of committees that report to Council only occasionally are often not well prepared and often do not have a good grasp of procedure. As for the President presiding over the meeting, it varies depending on how experienced and knowledgeable each one is about parliamentary procedure. Having a more proactive parliamentarian has been very helpful when the chair is less experienced. We seem to spend far less time than we once did trying to extricate ourselves from procedural knots.

Ban electronic devices. Confiscate needles and scissors. [ONLY KIDDING!]

An open forum for posting resolutions for wider feedback and commentary might help move resolutions in a more fruitful direction.

"The resolutions process works very well. Resolutions are written clearly and connect well to ALA's mission and Council's policy making role." This has improved. It works best when people submit resolution ideas/drafts before ALA. Not so that they can be squashed (as has been an accusation on Council list) but so that they can be developed and made stronger and avoid too much work on Council floor. If I recall correctly, at the last meeting one resolution was pulled when it became clear that it was not well-formulated. I think that could have been avoided.

Q21. Council's size is appropriate and does not impair its ability to move forward on policy matters in a timely fashion.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	5	17	20	60	15	3.54	117
						answered question	117
						skipped question	4

Q22. Council has a broad diversity of membership, fully representative of the pulse and the knowledge available from all sectors of the library community across America.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	1	18	19	58	21	3.68	117
						answered question	117
						skipped question	4

Q23. The three (3)-year term of office for Councilors is appropriate.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	0	13	11	67	26	3.91	117
						answered question	117
						skipped question	4

Q24. There is no need to limit the number of terms that Councilors serve.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	8	29	18	37	25	3.36	117
						answered question	117
						skipped question	4

Q25. Comments

Answer Options	Response Count
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27

answered question	27
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skipped question	94
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When you limit terms of Council members you remove individuals with corporate history and experience from Council. While for some individuals term limits would be a wise investment on Council's part, lets leave it up to the Association's membership to make those decisions, as painful as it sometimes may be.

We have a lot of diversity on ALA Council. We have people from all disciplines. We have people who have been in the profession for years and people who are new to the profession. We have frontline staff and directors and everything inbetween. We have people from various religious, ethnic and racial groups (not sure how to phrase this). We have had people of various sexual orientations. What more can we really ask for? We have proven over and over that there is significant turn over on ALA Council. There are very few long term members but they are looked to for some history and that is a very helpful thing. There not being enough turn over is only a matter of perception and not reality. The election process for ALA Council works. It gives us the variety we want and need.

The size of Council does not in itself impair its function; but when the size is combined with other factors --- the influence of opinion leaders, how much time individual Councilors are willing to spend learning the issue at hand in depth, and personal agendas --- then there can be stalemates and reluctance to commit to action.

The rate of repeated/consecutive councilor is less than 25%. There is absolutely no need to create limit of terms.

The data show that there is an appropriate amount of turnover on Council without imposing term limits. The balance of new perspectives and history is good and helpful.

Term limits would be a great idea.

Term limits is a very old issue. Some people love the governance part of the association. Why wouldn't we want them to stay?

See my comments earlier about turnover.

none

It was actually my 3rd year when I felt totally comfortable with the process. But I like the state opportunity to re-elect (or not) at that time.

It isn't representative because the same people serve over and over and over and over.

It is clear to me that some Councilors treat Council as their permanent chair (in more ways than one - "THIS is where I sit" LOL) and have a one-note agenda that is getting a bit creaky. Name recognition gets them elected for decades but does this really serve us well? Term limits would be welcome in this Councilor's opinion. Would get people to step up to leadership more quickly - I am thinking of what Rhonda Puntney Gould did in a mere 3 years!

If all councilors were in their first three years we would lose a lot of understanding of past practices and I believe it would enable sudden change that could serve ALA poorly.

I would prefer 4-year terms for Councilors. It's a bit of a burden for councilors running for reelection to have to go through the process every 3 years.

I wish we had the original four year term for Council; it takes at least 1-2 years to find one's footing.

I think that we should limit the consecutive terms. IE if a councilor has been elected for two terms they should step down for at least a year or two and then if they are still interested they can run again. On the other hand if the state chapters want to send the same person (which is done with a state wide election) maybe that should be allowed

I think that people generally step down when the time is right. Limiting terms would have the effect of eliminating a large amount of institutional knowledge. I am aware that in the past, there has been very little turnover and that was seen by those not in Council as fomenting a sort of clique. Since I have been on (the last 3 years) there have been plenty of new faces and new ideas and opinions.

I think at least a 3 year term is appropriate - as it allows for some comfort level, plus the opportunity to listen and learn a bit when you are first elected to the council.

I don't really see how Council could be smaller. I think that increasing our ability to offer advice, or even make resolutions, between conferences would be a bigger step toward timely decisions. I do think it takes Councillors a couple of years to figure out how to make a resolution. I think that the resolution process is also opaque to membership. I am not sure you can say "fully representative" but I am always surprised at the range of libraries represented, and the ethnic and geographic distribution.

I believe the size of the body is too large to move efficiently, even though many in the organization may feel this composition is necessary to represent all interested groups. And, I absolutely agree that there should a term limit, of perhaps 3 terms. After nine years, someone else should have an opportunity.

council's size is usually appropriate and does not impair ability to move forward. The size of ALA organization on a whole (committees, offices, etc) put in place a bureaucracy that can sometimes slow the wheels of change (for better or worse).

Council's size could be reduced without reducing member representation.

Council should not be for a lifetime. Or be one's life. While I generally don't approve of term limits, in a case like Council where voting is across a broad list of candidates it hard to say that the "voters" will be the best term limiters.

Because Council meets only at annual and midwinter it takes a full term before a councilor becomes fully involved in Council issues and discussions.

Analysis of Council service shows that there is considerable turnover.

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer.

A 3-year term for office is a little too long. In this economy it's hard to tell whether we can afford to go to ALA every year for 3 years. Being that people who stand for election or responsible and take their duties seriously, it seems unfair for us to be tied to 3 years.

Q26. Suggestions for improvement or change:

Response Count

Answer Options 12

12

answered question 109

skipped question

A smaller Council with limits to the number of consecutive terms one can serve would encourage new people to become involved and create turnover in the back benches.

Allow sitting councilors to be considered by the Nominating Committee so that they don't have to run as petition candidates just to get reelected.

At one time I favored term limits, and i still think that some people get re-elected just because they are known rather than for their substance, but I have seen in my state legislature the devastating impact of term limits and no longer feel this is a solution, just a fast road to greater disfunction.

Before the recent election there was information about the makeup of ALA Council that was very good. Maybe more of that needs to be done instead of thinking that things like term limits or changes in the terms of office need to be made. I really don't think ALA Council is broken.

Change term to four years?

Have a two term limit with a break of at least one term before running again

I think that limited consecutive terms would be useful. The presence of long-term Council members is good since they know procedure so well. But in the interest of making Council not just the same people year after year, having a limit of 2-3 consecutive terms with the ability to run after a break of a year or two would be good. It would also get Councilors back out onto non-Council committees which seem positive.

I would like to see councilors who wish to serve really has the desire to do so and should have attended at least one council meeting before putting their name forward as candidate. Each year there are still a few new councilor (some chapter councilor) that are still uncertain about the council process and duties. That should be explained to them before they run for office.

It takes a while to get the hang of how Council operates. I think a four-year term would be more beneficial, in the long run.

Limit the number of total terms that can be served to three. The self-nominating of the same people over and over is problematic.

none

None.

Q27. Council fosters a culture of teamwork, democracy, inclusiveness, and diversity.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	12	30	59	15	3.66	116
						answered question	116
						skipped question	5

Q28. Council values learning and inquiry, and demands excellence in decision making.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	10	31	61	13	3.65	116
						answered question	116
						skipped question	5

Q29. Council values creativity and innovation in decision making.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	2	20	42	43	9	3.32	116
						answered question	116
						skipped question	5

Q30. Council members do not hesitate to share constructive feedback and request change when needed.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	7	15	64	30	4.01	116
						answered question	116
						skipped question	5

Q31. Council has a culture of service, honesty, integrity, openness, and transparency.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	4	25	65	22	3.91	116
						answered question	116
						skipped question	5

Q32. Council values initiative and self-reliance.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	10	29	64	13	3.69	116
						answered question	116
						skipped question	5

Q33. Comments

	Response Count
Answer Options	17
	17
answered question	104
skipped question	

While Council fosters democracy and inclusiveness; at times it does so to the detriment of diversity of perspective.

We may talk the talk but we do not yet fully walk the walk. Librarians in general, in my experience, tend to want to replicate someone else's solution rather than take risks and innovate.

These qualities are not always evident on the Council floor. They are seen at Council Forum. I guess creativity and innovation come through in the wording of resolutions.

There is rarely a concerted effort to hide things. Most of the time, the information is there if someone ferrets it out!

Re: "Council fosters a culture of teamwork, democracy, inclusiveness, and diversity": I have noticed that there's a definite "in crowd" when it comes to Council members--people who are constantly invited to serve on high-profile committees, stand for election to the Executive Board or Committee on Committees, etc. It's the people who go to conference and spend every waking moment schmoozing and going to social events. This can be very off-putting to people who aren't extroverted or who are unable to keep up with the frenetic pace of eighteen-hour days. My term on Council is about to end, and despite the fact that I have much to offer, and despite repeated offers to serve, I was passed over in favor of social butterfly types. Despite my enthusiasm, and despite my passion for ALA and for libraries, I don't plan to run for Council again--the whole experience has left a bad taste in my mouth. I doubt that I am the only councilor who has been lost in the shuffle, either.

Perhaps because of its size and the reluctance of some councilors to voice their opinions openly, we tend to avoid risk-taking and head for middle of the road decisions rather than take forward-looking approaches.

none

It is very hard to pass resolutions (no matter the content) that do not come from committees.

If you look at the voting patterns for the last 2 years of Council, most councilors have been conformists. I'm not sure if this is necessarily what we want. We want to cultivate a diversity of opinions, of course. We should be respectful of one another's views (true) but I get a sense that people are holding back their private opinions. It'd be interesting to see what the thought processes would be for those who disagree. They may have a point. But without healthy debate, those minority votes would be incorrectly viewed as being dissension for dissension's sake.

I think that sometimes the required timeline prevents a thorough prior discussion on things like resolutions. There are only so many days at conference and usually councilors are involved in numerous other activities. I always find it a little hectic.

I think that most decision making is a practice in negotiation and consensus - which does not necessarily include excellence or innovation.

Councilors are by and large impressive. The process and number of them is just cumbersome.

Council values inquiry, but I don't see as much active learning or opportunities to develop as organizational leaders as I wish. even within ALA, professional (leadership) development is important to keep us strong leaders.

Council basically blesses the decisions of the Exec Board.

Any body representing diverse interests with often little in common will have difficulty at times in reaching agreement with courteous discussion. However, I think that Council members share an overriding concern with the future of ALA as a whole.

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer.

Q34. Suggestions for improvement or change:

	Response Count
Answer Options	4
	4
answered question	117
skipped question	

Reminders of what Council's role is as the governing body for the whole of ALA.

none

It would be useful if in addition to the new Council orientation there were smaller cohorts that had meetings (virtual and at conference) with a long-time Councilor to serve as a mentor and answer questions. Maybe groups of 15 or so. I felt like I didn't get to know many people on Council. I think plenty of people would have be willing to answer questions, but having a liaison or mentor would have been more inviting.

Attempts to get newer members on to committees needs to be publicized frequently and better communication and recruitment undertaken.

Q35. The committee structure is sensible and widely understood.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	8	42	30	32	4	2.84	116
						answered question	116
						skipped question	5

Q36. The committee structure is appropriate to current realities.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	4	23	41	42	6	3.2	116
						answered question	116
						skipped question	5

Q37. Committees and task forces function well and deliver high value to Council and to ALA.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	11	34	58	12	3.59	116
						answered question	116
						skipped question	5

Q38. Action items and resolutions prepared for Council reflect careful thought, creativity, clarity, and full knowledge of the needs of ALA and its Council.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	14	25	62	15	3.67	116
						answered question	116
						skipped question	5

Q39. Comments

	Response Count
Answer Options	26
	26
answered question	95
skipped question	

Action items and resolutions can vary as far as reflecting careful thought and preparation. Sometimes, items get rushed through at the last minute, and they tend not to be as well-conceived as items that have been prepared in advance.

Action items sometimes reflect narrow interests of special groups within ALA. However, this is the nature of ALA governance and Council usually handles these items with common sense and the interests of the whole Association in mind.

Actually I don't know if the process is widely understood or not. But it is the best way to provide enough options, ideas, collaborative thinking for an organization this large. Some part of the organization which I did not know. How anyone can know everything is beyond me. Most of the action items are well thought-out and constructed, but once in a while a part of the organization which does not regularly interact with Council creates an action item or resolution which is not clear (or is poorly worded). I am thinking in particular of a Committee on Education action item which was returned to them for re-working a few years ago.

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer.

Committees are valuable tools when used properly. How the committee members are selected and the trust that the larger group has a great deal to do with the credence given to the work of the committee. If a person is unfamiliar with the culture of ALA and its committees it is easy to be confused or to believe that something sneaky is going on.

Even after my time on Council, I am still not fully aware of the committee structure and the specific work of committees. This is a sad comment, as I have served on committees.

Generally I think there are too many special committees and that presidential initiatives are a waste of Association dollars.

I do think from time to time we get resolutions that need work. Bringing them to ALA Council often gives a different perspective on an issue. This is good. It does not mean there was a problem with a resolution it just means that there is more work that needs to be done to make it a resolution that will work for all of ALA, or as close to all as we can get. I think we are asking for the impossible if we want all resolutions from Committees to be resolutions that are just passed through ALA Council with not discussion. Saving time is not always the best answer. I am really upset that there seems to be some thought that we shouldn't spend some time on resolutions really discussing the issues and making the resolutions even better than the original piece brought to ALA Council. Do we just want ALA Council to rubber-stamp things? If so then it is time for me to leave ALA Council and go work on things that will make a difference. I always thought the work of ALA Council was not rubber-stamping and so we do make a difference. This is really all such silliness. I am really becoming more and more negative about this navel gazing as I go through this survey!

I think committee structure is understood by Council members and others involved in transacting ALA business, but don't think it is understood by the membership at large.

I think the committee structure is not widely understood and needs to be evaluated compared to current needs. Some committees are very valuable and function well, others not so much. Many items prepared for Council are great, some are more inspired by personal passion and not apparently connected to values.

I very familiar with the committee structure, even after 3 years. This might be my own failing. I do feel like the task forces are useful.

It did take me awhile to understand the committee and hierarchy of the committee structure. I will say that I have been on committees where the leadership was lacking in skills and it is deadly and a waste of time. Doesn't happen very often.

I've only experienced one of the standing committees for ALA and feel I don't know enough to answer the above questions.

More and more committees and TF's are using virtual methods to increase efficiency...much better in recent years.

Most members and too many councilors do not understand the committee structure, and the Byzantine complexities of ALA internal organization. We have just added accretions for so many years that some areas of the association are fossilized.

none

Not sure that all understand the committee structure.

Roles of committees, interest groups and round tables are often confusing. Seems a duplication of interests is represented and could be pared down.

Since action items come from many different sources, the level of clarity varies. I'm not sure how much I think resolutions should reflect the needs of Council.

The committee structure could stand major overhaul to prevent poor coordination and communication. I don't think most members (and probably quite a few councilors) understand it the committees and their various roles, the difference between an ALA committee and a Council committee and a task force.

The current structure of committees, roundtables, divisions, etc. is not sustainable long-term.

There is too much "rush" around resolution development and approval in my estimation. Work on resolutions should be required as a much earlier deadline before we meet (except for significant newsworthy issues, which will be rare is the work "significant" is properly defined.

What each committee does is still very un-transparent to many members and councilors. It seems each committee does its own thing. Some committees are extremely large in number (membership committee), some are small (5 to 7 members at a meeting). Often committee members are unable to establish a quorum to make decision at annual and midwinter meeting. Many rely on virtual meetings now.

When a resolution comes from a committee it appears usually to be planned, well thought out, and complete probably because they work on it prior to the conference. Widely understood by whom? Councilors or ALA members? It took me years to figure things out (but then again when I began there was no such thing as Council Orientation).

Q40. Suggestions for improvement or change:

	Response Count
Answer Options	6
	6
answered question	115
skipped question	

For Task Forces and Working Groups I believe that there is an opportunity to involve not just Councilors and very active division/ALA members but newer or less active members by putting out a wide call for members or interns specific to those newly formed groups.

Is there a handy online table to explain how the structure works together?

none

None.

Should we take a look at the Council committee structure and "current realities" to see if they are in alignment? (I feel a task force coming on.)

Some evaluation of committees would be helpful. Continue education on committees and resolutions. Resolutions are improving but the educational efforts need to continue. They appear to be working, just slowly.

Q41. The distinction between the function of ALA Council (policy making), the Executive Board (implementation), and the Executive Director and Staff (daily operations) is abundantly clear to everyone.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	8	42	15	42	9	3.02	116
						answered question	116
						skipped question	5

Q42. There is mutual respect among Council, the Executive Board, and the Staff. Trust is abundant but is always earned and is never taken for granted. Communications between the various bodies is working well.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	14	21	59	22	3.77	116
						answered question	116
						skipped question	5

Q43. The Executive Director provides Council with stable and reliable support and professional expertise, and discloses relevant information in a timely manner.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	1	13	51	50	4.28	116
						answered question	116
						skipped question	5

Q44. Constructive feedback is shared regularly among the various ALA entities and leaders. The various entities evaluate themselves on a regular basis.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	3	22	43	41	7	3.23	116
						answered question	116
						skipped question	5

Q45. Professional advisors (e.g.: Parliamentarian) provide quality advice and help Council in dealing with thorny issues and making fully informed decisions.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	1	6	42	66	4.47	116
						answered question	116
						skipped question	5

Q46. Support staff provide solid logistical support for meetings.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	0	2	29	85	4.72	116
						answered question	116
						skipped question	5

Q47. Comments

	Response Count
Answer Options	26
	26
answered question	95
skipped question	

We are getting better at communication between the various groups. We still have a little work to do - on everyone's part not just one group.

There have been times when communication between various parts of ALA have not been good but this is the exception. I think we continue to work hard to make our actions and reasons for the actions transparent.

The staff is second to none.

The parliamentarian is a waste of money as his reports are generic platitudes that never say anything meaningful. An ALA staff member could consult Sturgis and be brought to Council meetings instead.

The Exec Board is calling the shots within the Association (just follow the money).

Council and EB. I don't know enough to know what is causing that. While reports are provided I'm not sure that everyone reads and understands them. It doesn't seem like the Council and the divisions and units of ALA have much interaction. For Council to function as a strategic policy making body, they need to have a better understanding of how all divisions function and what they need to move ahead.

The distinction between the ALA Executive Board, Staff, and Council should probably be explained more clearly to new councilors.

Thank you, Lois and Keith for your great leadership!

Support staff is the best!!!! Lois Ann goes way above and beyond!!

Staff is incredible. After some rocky time in the 1990s, staff has solidified, and provided both leadership (ED Bill Gordon and Keith). The support staff is great. The Parliamentarian is wonderful.

Respect varies depending on the turnover in leadership. Right now overall it seems good, particularly respect for staff.

none

Lois-Ann is a wonderful example of support.

Lois Ann is great.

Lois Ann Gregory is efficient, knowledgeable and reliable. I don't know enough about the other questions. This is the first time that #1 has been made clear to me.

Keith, Eli, and Lois-Ann are worth ten times their weight in gold.

I sense a general distrust for the Ex Bd, which I don't understand as almost all of them are elected from and by Council. What would a person change their stripes because they get on to Ex. Bd?

I marked the one question as "neutral" because I really don't have any knowledge of this occurring.

I can not overemphasize the value of Eli Mina to ALA. His quiet, informed and concerned guidance on parliamentary issues has greatly improved Council operations and assisted in the efficient, fair and democratic manner in which Council discussions are held.

Every year I work with ALA staff I am amazed by their skill to get so many things done. I truly appreciate these professionals for the job they do daily and the job of two conferences each year.

Communication and coordinated action could improve among ALA units and especially Divisions and Round Tables. With the report of the Future of ALA Taskforce, it was clear that many members do not understand the different tasks of Executive Board to focus on administration of the policy of the organization and Council's role to make policy. While the size of Council is large, it does allow for wide participation among various constituencies.

Cannot speak to sharing constructive feedback--how would the average councilor know? The Parliamentarian helps with structure but does not have an opinion about content. The ALA staff rocks!!

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer.

ALA staff very obviously is more deferential to Exec Board members than to Councillors and certainly general membership. I have heard this opinion expressed many times by many people.

Again, this problem with putting two points in the same statement creates problems with responding. For example, on the "constructive feedback" question, personally I believe that constructive feedback is often shared but I don't think it is true that "the various entities evaluate themselves on a regular basis." So, how to respond to that statement???

"The distinction between the function of ALA Council (policy making), the Executive Board (implementation), and the Executive Director and Staff (daily operations) is abundantly clear to everyone." I am fairly clear on this but from Council floor it does seem muddy in the minds of others.

Q48. Suggestions for improvement or change:

Response Count

Answer Options 5

5

answered question 116

skipped question

ALA staff should pay less attention to position and more attention to the role of libraries and the work every member does. That motivation will change behavior and help eliminate perceptions of over deference to members who serve more prominently.

Jettison the official parliamentarian.

Make sure that Elie Mina's contract is continued.

none

We tend to spend too much time navel-gazing. Taking a patient's temperature a dozen times an hour may make it look like the doctor is doing something but it doesn't really improve the patient's prognosis.

Q49. The frequency and quality of Council Orientation sessions is appropriate.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	8	21	57	26	3.88	113
						answered question	113
						skipped question	8

Q50. As a result of Council orientations and other initiatives, Councilors (including me) fully understand their roles and responsibilities.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	0	8	21	55	29	3.93	113
						answered question	113
						skipped question	8

Q51. Councilors understand the various rules that govern them, including: rules for meetings, confidentiality, conflicts of interests, the duty to place collective interests ahead of constituency interests, the duty to attend meetings regularly, and the duty to serve as an engaged and informed partner in decision making.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Answer Options	1	15	20	60	17	3.68	113
						answered question	113
						skipped question	8

Q52. Comments

	Response Count
Answer Options	25
	25
answered question	96
skipped question	

Two council sessions focused on LIBRARY issues and issues related to the profession of LIBRARIANSHIP would suffice.

The best way to learn the ropes is to observe Council before you run, find a mentor or two you can trust to advise you, study up on the issues, attend the Forums, and sit in on/participate in the work of committees so you gain an in depth understanding of what they are bringing to Council.

The "One Voice" policy is undemocratic and an Executive Committee fiat. It should be publicly disavowed.

Overall, council takes its charge very seriously and councilors demonstrate strong commitment and thoughtfulness.

none

My constituency group meeting conflicts with the Saturday morning Orientation thus I haven't attended an orientation for new councilors. I have relied on other councilors assistance to learn my role. I hope I've learned enough to do a good job.

Many Councilors understand their duties and role. However, some forget or do not acknowledge important aspects of their duties and responsibilities.

It requires continuing education for all councilors to keep up with changes, trends, and demands.

I'm afraid these are areas that might need improvement. Especially the last question--what "confidentiality" do you speak of?

I think the Councilors that are most effective are those that have a particular constituency to which they are accountable.

I think Council Orientation is good. It is viewed as optional by some and they don't get the benefit of the information, therefore, not completely understanding their role.

I strongly agree with this as a whole for myself, but I certainly don't know what the statistics are showing you for the vote counts/attendance.

I have not attended an ALA Council Orientation session in a few years but I do hear what goes on at them from others and it sounds to me like they are very helpful for new ALA Council members.

I have not assisted to the orientation session, I am planning on doing it on ALA Annual 2012.

I cannot judge or speak for others. I understand what I need to do or I know where to find out.

I believe that Council has become more efficient and effective with its use of meeting time.

I believe Council Orientation is fairly weak. It might help to have a novice and intermediate tracks for orientation - I felt that the orientation assumed more knowledge of the inner workings of both ALA and a structure like Council than it should have, but I understand that some people might have more knowledge of some of these things before joining Council and a different level of orientation might be appropriate for them (and might then also be appropriate for novices after 6 months or 1 year of service). I think Council should be able to meet once/year. Similarly, I think ALA conference should only be held in person once/year.

Here it is again. While I would strongly agree with most of what is in the last statement, I do think there are many councils who do NOT "place collective interests ahead of constituency interests." So, how to respond??? This definitely violates the principles of good questionnaire design: never put multiple concepts in a single statement. Even with Council orientations and the like, it still takes time to learn the position. I'm not sure if there is any substitute for experience. But, I think ALA has tried to give Councilors the materials that are necessary to do a good job.

Council orientation is very helpful. It really took me a couple of council sessions, however, to really understand how it works.

Council forums are extremely helpful

As with all things there is a learning curve, but there are a lot of rules and regulations to become familiar with.

As a new Councilor, I found the Council Orientation extremely helpful and informative. What is nice about the orientation is that one can re-visit each time to make sure that they are knowledgeable, and that they can catch anything that was missed.

Although the first years of being a councilor are confusing, I believe it requires experience (rather than longer or more frequent orientation meetings) to acquaint oneself with the workings of the Council.

All assessments given are relative to a very short tenure. Neutral assessments are given where I am reserving an opinion until that tenure is longer. frequency of orientation is appropriate. I don't think the quality is quite where it should be.

Q53. Suggestions for improvement or change:

	Response Count
Answer Options	11
	11
answered question	110
skipped question	

Although I have made negative comments or suggestions for improvement it does not diminish my respect for the ALA staff and their Herculean efforts on Council's behalf. so that more of what happens at Council might actually get discussed at Annual and Midwinter while leaving enough Council time late in the meeting to address issues that come up during Annual and Midwinter from division and membership. I think that the placement of meetings might be archaic.

Council orientation needs to be "experienced." In fact, I think anyone who plans to run for council should be urged to attend 1 Council Meeting "before" they run. Perhaps a virtual meetup with the parliamentary in a mocked-up council chamber would be a good way to help new councilors negotiate the learning curve to be more effective.

Elements of Council Orientation could be moved online.

Council action through the Council forums. Yet, there was no questions about the impact of the forums on Council operations. I suggest that if the survey is conducted again in the future, that the Council forums be added to the areas whose impact is being evaluated.

Make Council Orientation mandatory for first time councilors and optional for returning councilors.

More emphasis/training for 2nd year councilors to learn how and why resolutions are made is needed.

none

Possibly a reminder of Council responsibilities and duties at the first session of Council at Midwinter.

There is always room for improvement. I would like to see issues addressed more quickly, and not have to wait for the two times a year council meets for action to be taken.

We currently have a big push on to involve our new colleagues, which is commendable, but Council is NOT the place to start to participate in this association.
